

24 April 1968

Mr. John A. Larson
The Brookings Institution
1775 Massachusetts Avenue, N. W.
Washington, D. C. 20036


Dear John:

I am sure that the refresher seminar which you have planned for prior attendees at the conferences for federal executives on business operations will be as interesting and profitable as the original sessions. Needless to say, I would like very much to attend this year's refresher seminar, but unfortunately I will be attending a six weeks' program at UCLA, "Modern Engineering for Engineering Executives," which begins June 16.

I hope that I may be able to participate in any subsequent refresher which you may arrange.

Sincerely,

25X1A


Special Assistant to the
Deputy Director for Science and Technology

cc: DD/S&T Personnel

The Brookings Institution



DD/S&T#1705-68

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Advanced Study Program

April 23, 1968

25X1A

[Redacted]
Special Assistant to Deputy
Director for Science and
Technology
Central Intelligence Agency
Washington, D. C. 20505

Dear Ray:

I am pleased to invite you to participate in the second annual refresher seminar on business and public policy, for government executives who have attended Brookings conferences for federal executives on business operations, in 1965, 1966, and 1967. This year's seminar will be held on Wednesday and Thursday, June 19th and 20th, beginning at 9:30 a.m., Wednesday, at Brookings. The second day's sessions will be held at the du Pont Company in Wilmington, Delaware, but all arrangements for transportation, hotel rooms, and meals, will be handled by Brookings and the cost included in the seminar fee.

The single theme of this year's seminar will be bringing about effective organizational or managerial change. On Wednesday, June 19th, two eminent writers on the subject of organizational change will meet with the group. Dr. Warren G. Bennis, Provost of the State University of New York at Buffalo, whose article on "organizational revitalization" has won several awards and was included in our recent readings manuals, will join us at 10:00 a.m. on Wednesday. We will also meet with Dr. Alfred J. Marrow, Chairman of the Board of the Harwood Manufacturing Corporation, New York City, and a psychologist who has written extensively on prejudice and on the human problems of changing organizations. His most recent book is Management by Participation. Reading materials and bibliographies on both speakers will be furnished participants.

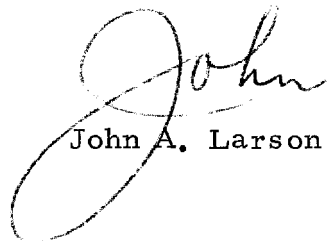
The Thursday, June 20th, schedule at du Pont will include discussions on technical, financial, and organizational aspects of change. We expect to take the group by bus to Wilmington on Wednesday evening, providing single rooms at the Hotel du Pont and breakfast before beginning the Thursday sessions at 9 a.m. (In case of conflict, we would leave early Thursday morning, but the session would not begin until 10:30 a.m.) We will adjourn in Wilmington at about 4 p.m., and bus transportation will be provided back to Washington.

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When our twelfth conference on business operations is completed in May, just over 300 senior government executives will have participated in these Brookings conferences involving visits with business leaders. Last year's refresher seminar, with 28 participants, covered three major subjects in one-and-a-half days of meetings. Following suggestions from those participants, this year's single theme of organizational change has been developed, for a group of not more than thirty participants. Each member of the group will be sent readings and other materials well in advance of the June 19th opening of the seminar.

Please fill out and return the postcard - even if you are unable to attend this year's seminar - checking if you plan to attend and providing your current title, office mailing address, and telephone number. I would appreciate each participant's arranging with his own agency or department for the necessary purchase order or authorization letter. (Those prior participants who have left government service are also welcome to attend our refresher seminars). Fee for the two day seminar, including materials, transportation, hotel room in Wilmington, and meals, will be \$125. I will also be glad to arrange hotel space in Washington on Tuesday night, the 18th, for any out-of-town participant who plans to arrive before Wednesday morning.

Sincerely yours,



John A. Larson

Enclosure